

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2015/2016

### BPM2084 – PERFORMANCE MANAGEMENT

(All sections / Groups)

15 OCTOBER 2015  
9.00 A.M- 11.00 A.M.  
(2 Hours)

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#### INSTRUCTIONS TO STUDENTS

1. This Question paper consists of TWO (2) pages with FIVE (5) Questions only.
2. Attempt **FOUR (4)** out of FIVE (5) questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please print all your answers in the Answer Booklet provided.

**QUESTION 1**

You want to transform your organization's performance appraisal system into a performance management system. Write a brief description on:

- a) What is performance management?  
(5 marks)
  - b) The advantages of having a well-designed and properly implemented performance management system. Explain at least **EIGHT (8)** advantages.  
(20 marks)
- (Total: 25 marks)

**QUESTION 2**

Both employees and supervisors have important roles during the performance management process.

- a) List **FIVE (5)** steps of deliberate practice that lead to excellence in performance management.  
(5 marks)
  - b) Describe **FIVE (5)** responsibilities of employees in the execution phase of a performance management process.  
(20 marks)
- (Total: 25 marks)

**QUESTION 3**

Performance management systems usually include measures of both behaviors (what and employee does) and results (the outcomes of an employee's behavior).

- a) Define and distinguish between accountabilities, objectives, and standards.  
(5 marks)
- b) Describe **FOUR (4)** critical steps in adopting a results approach to measuring performance.  
(12 marks)

**Continued ...**

- c) Identify **TWO (2)** advantages and **TWO (2)** disadvantages of completing performance reviews on or around the end of the fiscal year.  
(8 marks)
- (Total: 25 marks)

#### QUESTION 4

In general, having better knowledge of performance management system leads to greater acceptance and satisfaction among employees.

- a) Provide **FIVE (5)** issues that should be considered in an attempt to minimize communication barriers and biases in the implementation process of performance management.  
(5 marks)
- b) Recommend at least **EIGHT (8)** characteristics that a firm should look for in a good 360-feedback system.  
(20 marks)
- (Total: 25 marks)

#### QUESTION 5

A performance management system can be used to help employees develop and improve their performance and to address more long-term career goals and aspirations.

- a) Discuss characteristics of the most effective type of contingent pay plan in an organization with a traditional culture. Give any **TWO (2)** examples.  
(5 marks)
- b) Analyze **FIVE (5)** steps that can be taken by supervisors to prevent defensive responses during the performance review meeting.  
(20 marks)
- (Total: 25 marks)

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